



## City of Greenville 2005 Goals

### 1. **Goal: Form Effective Partnerships**

- A. *Objective: Encourage cooperation and coordination among units of local government in Pitt County*

Action Item #1: Continue to develop effective working relationships with the Pitt County Commissioners and establish an annual meeting date

Responsibility: Mayor, City Council, City Manager

Timeframe: June 2005

Fiscal Note: \$300

**Status: City Manager contacted County Manager about a joint meeting date. Both agreed that a fall meeting time would be preferred after budget season and summer vacations.**

Action Item #2: Continue to work with the Town of Winterville and Greenville Utilities Commission through the joint committee to address mutual issues of growth and utility service

Responsibility: Councilmembers Dunn and Little, City Manager

Timeframe: December 2005

Fiscal Note: To be determined

**Status: The joint committee continues to meet every two months. Next meeting will be August 9, 2005.**

Action Item #3: Develop a more mutually beneficial mutual aid agreement with one neighboring fire-rescue department

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

**Status: Initial discussions with Winterville Fire Rescue have started. Developed a list of challenges that must be resolved to achieve effectiveness.**

Action Item #4: Review current mutual aid agreements with all local law enforcement agencies and make revisions as necessary

Responsibility: Police Department  
Timeframe: September 2005  
Fiscal Note: To be determined

**Status: All mutual aid agreements have been located and are being reviewed by the Assistant City Attorney.**

Action Item #5: Work with other local government agencies (East Carolina University, Pitt Community College, Greenville Housing Authority, Greenville Utilities Commission, and Pitt County) to form partnerships for Cooperative Purchase Agreements. These are contracts in which one agency issues contract with the understanding that all of the other agencies will be extended the same prices. Examples of contracts would be vehicles (that are not on state contract), office supplies, and safety supplies.

Responsibility: Financial Services Department  
Timeframe: December 2005  
Fiscal Note: Anticipated savings

**Status: Financial Services staff have contacted the agencies listed above and requested a list of their term-contract purchases and commodities that they are buying excluding purchases from the N.C. State Contract. Pitt County is already involved with a Cooperative Purchasing Group called U.S. Communities. Financial Services staff have registered to use this free service as well. This will allow the City to buy from any contracts awarded by any U.S. Communities affiliate. Purchasing staff have spoken with representatives from Pitt County, Greenville Utilities, and East Carolina University who have all agreed that we would all include in our bids a clause which states that other governmental agencies will be able to buy from the contract at the stated price. Purchasing staff are also working to participate in the GovDeals electronic auction service. Pitt County has already entered an agreement with GovDeals, and Purchasing staff are in the process of implementing this service. If the local agencies all participate, this will allow the citizens to have greater ease in purchasing surplus items and will create some consistency between local agencies.**

B. *Objective: Continue partnership and form new partnerships with businesses, educational institutions, and nonprofits when opportunities exist*

Action Item #1: Identify continuing education needs of the workforce and explore partnerships with educational providers (East Carolina University,

Pitt Community College, Shaw University, and others)

Responsibility: Human Resources Department

Timeframe: July 2005

Fiscal Note: To be determined

**Status: The City contracted with a faculty member of East Carolina University to conduct a review and assessment of the City's in-house training program. Included in the report will be recommendations for external educational opportunities. Report expected in late August – early September timeframe.**

Action Item #2: Meet with President of Pitt Community College to insure coordination of plans

Responsibility: City Manager

Timeframe: May 2005

Fiscal Note: To be determined

**Status: City Manager met with PCC President and Vice President for Academics on June 30, 2005. Topics discussed were the new public safety shooting range, PCC purchase of McThrift Building, cable TV channel for PCC, proposed culinary arts program, PCC master growth plan, and traffic concerns around the main campus.**

Action Item #3: Continue to work with the Pitt County School Board on plans for improvements to Sadie Saulter School and a new school in the Bonners Lane Area

Responsibility: Planning and Community Development Department

Timeframe: October 2005

Fiscal Note: To be determined

**Status: Working with School Board representatives Aaron Beaulieu and Carol West on drafting a memorandum of agreement for these two joint projects**

Action Item #4: Continue to provide Community Development Block Grant and HOME funding to nonprofit agencies for implementation of the Consolidated Plan

Responsibility: Planning and Community Development Department

Timeframe: June 2005

Fiscal Note: \$200,000

**Status: Ongoing effort. Funding in the amount of \$137,000 was awarded to six nonprofit agencies for the upcoming 2005-06 fiscal year. City Council approval of the awards was on May 12, 2005.**

2. **Goal: Organize City Services to Meet the Needs of the Citizens**

A. *Objective: Transition to curbside refuse collection*

Action Item #1: Develop a feasibility study for City Council consideration  
Responsibility: Public Works and Financial Services Departments  
Timeframe: June 2005  
Fiscal Note: No direct cost. Study performed in-house

**Status: The feasibility study has been drafted and is currently being reviewed by affected departments. Study to be distributed in August with presentation to City Council in September.**

Action Item #2: Develop an implementation/transition plan for City Council consideration  
  
Responsibility: Public Works Department  
Timeframe: September 2005  
Fiscal Note: No direct cost. Plan developed in-house

**Status: Work on this item will commence after completion of preceding item.**

Action Item #3: Implement Citywide curbside refuse collection program  
  
Responsibility: Public Works Department  
Timeframe: July 2006  
Fiscal Note: Estimated direct cost of \$500,000 for rollout carts and loss of approximately \$1,000,000 in annual revenues, based on converting 11,000 accounts from back-yard fee (\$17/mo.) to front-yard fee (\$8/mo.)

**Status: Work on this item will commence after completion of preceding item.**

B. *Objective: Accelerate execution of approved projects*

Action Item #1: Complete formation of Capital Projects Section within the Engineering Division  
  
Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Positions currently budgeted. No new direct cost

**Status: The Capital Projects Section Leader position was filled in May 2005, which completes the formation of this section. This Section is comprised of a Civil Engineer II (Section Leader), a Civil Engineer I, and an Engineering Assistant II.**

Action Item #2: Develop realistic schedules for Capital Projects

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: No direct cost. Schedules developed in-house

**Status: Schedules for all funded Capital Projects are being developed. Schedules will include attainable benchmarks for measuring the progress of each project. Anticipated completion by September 2005.**

Action Item #3: Develop Capital Project reporting system

Responsibility: Public Works Department

Timeframe: January 2006

Fiscal Note: No direct cost. System developed in-house

**Status: A Capital Project Status Report is being developed to include all funded projects. The general layout of the report is complete and is now being refined to make regular reporting efficient and meaningful.**

Action Item #4: Conduct regular progress meetings on major Capital Projects

Responsibility: Public Works Department

Timeframe: On-going

Fiscal Note: No direct costs. Currently a part of all ongoing construction contracts

**Status: Progress meetings for all active projects are generally scheduled on a monthly basis with City staff, designers, and contractors. City staff managing these projects meet every two weeks to share project status and discuss related issues.**

C. *Objective: Consider more sharing between City and Greenville Utilities Commission*

Action Item #1: Develop list of areas and resources for potential sharing

Responsibility: Deputy City Manager  
Timeframe: May 2005  
Fiscal Note: No direct costs. List developed in-house

**Status: List completed on May 31, 2005 and will be reviewed by staff committee.**

Action Item #2: Appoint staff committee to evaluate list

Responsibility: City Manager  
Timeframe: October 2005  
Fiscal Note: No direct costs. Committee evaluation developed in-house

**Status: Committee to be appointed in October.**

Action Item #3: Develop report for consideration by Greenville Utilities Commission and City Council of areas for potential sharing

Responsibility: Staff Committee  
Timeframe: February 2006  
Fiscal Note: No direct costs. Study performed in-house

**Status: Work on this item will commence after completion of preceding item.**

Action Item #4: Develop implementation/transition plan for consideration by Greenville Utilities Commission and City Council

Responsibility: City Manager  
Timeframe: June 2006  
Fiscal Note: To be determined

**Status: Work on this item will commence after completion of preceding item.**

D. *Objective: Coordinate services and avoid duplication*

Action Item #1: Appoint staff committee to identify areas of duplication and coordinated services

Responsibility: City Manager  
Timeframe: April 2005  
Fiscal Note: No direct costs.

**Status: Committee appointed on May 5, 2005, with an organizational meeting held on June 2, 2005. E-mail to department heads on**

**June 10, 2005, requesting submittals on areas needing better coordination by June 20, 2005. Follow-up committee meeting held on June 15, 2005, where committee discussed areas for improvements with suggestions to be submitted by July 11, 2005 and were discussed at the July 20, 2005 meeting.**

Action Item #2: Present report to City Manager outlining areas for coordinated services

Responsibility: Staff Committee

Timeframe: July 2005

Fiscal Note: No direct costs

**Status: Anticipate report to City Manager by the end of August 2005.**

Action Item #3: Develop reorganization plan for coordinated services

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: To be determined

**Status: Work on this item will commence after completion of preceding item.**

E. *Objective: Improve internal training*

Action Item #1: Review existing training programs and develop list of areas in need of improvement

Responsibility: Human Resources Department

Timeframe: May 2005

Fiscal Note: No direct costs. Review completed in-house

**Status: The review and assessment of the City's in-house training program included interviews in July with employees, supervisors, department heads, and the City and Utilities trainers. Written survey forms were also distributed to all employees in July. This input will be used by the consultant to prepare a list of recommendations for improvement.**

Action Item #2: Develop implementation plan for changes to training programs

Responsibility: Human Resources Department

Timeframe: September 2005

Fiscal Note: To be determined

**Status: Implementation dependent on report recommendations.**

F. *Objective: Keep focus on transition of duties and retraining staff*

Action Item #1: Provide additional educational and development opportunities for incumbent employees to improve skills and preparedness for transition to different positions within the organization

Responsibility: Human Resources Department

Timeframe: On-going

Fiscal Note: To be determined

**Status: Information in the training program report will be used as the starting point for identifying and selecting appropriate methods for improving and diversifying job skills of incumbent employees.**

G. *Objective: One-stop shop for permits*

Action Item #1: Prepare a list of permits issued by the City that require multiple stops

Responsibility: Public Works, Planning and Community Development, and Financial Services Departments

Timeframe: April 2005

Fiscal Note: No direct costs. Identification of permits performed in-house

**Status: A list of permits requiring multiple stops has been developed and is currently being reviewed by the departments of Public Works, Planning & Community Development, and Financial Services. This list is to be reviewed with the City Manager in preparation for a report to City Council.**

Action Item #2: Prepare a report defining the impact of changes in multiple stop permitting – report to City Council

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: No direct costs. Study performed in-house.

**Status: Work on this item will commence after completion of preceding item.**

Action Item #3: Develop implementation/transition plan for agreed-upon changes

Responsibility: City Manager

Timeframe: January 2006

Fiscal Note: No direct costs. Plan developed in-house



**Status: Work on this item will commence after completion of preceding item.**

Action Item #4: Implement agreed-upon changes

Responsibility: City Manager

Timeframe: July 2006

Fiscal Note: Direct costs may be involved dependent on plan

**Status: Work on this item will commence after completion of preceding item.**

3. **Goal: Increase the Technological Capability of the City**

A. *Objective: Track citizen concerns*

Action Item #1: Perform a needs assessment for an internal and external (web-based) system where citizens can log concerns and track the progress/status of their specific item registered by telephone, web page, or talking with a staff member. Internal system will provide routing of concern to specific area of the City for resolution.

Responsibility: Information Technology Department, City Manager

Timeframe: June 2005

Fiscal Note: No direct costs.

**Status: Meeting held to discuss the need for citizens to be able to log requests via the City of Greenville website or by phone. Multiple solutions for web applications were investigated, and it was determined that the City would purchase and deploy the HTE Citizen Request Tracking software since it could later be integrated with the Work Order module to provide citizens with updated information.**

Action Item #2: Select a software solution

Responsibility: Information Technology Department

Timeframe: September 2005

Fiscal Note: Cost will range from \$8,000 to \$20,000 depending upon the chosen solution

**Status: The software has been purchased, and installation began on July 26. Deployment should be completed by the end of the summer. An assessment is currently underway for telephone applications that would provide citizens information on the**

**status of permits and other relevant information. The assessment should be complete by September 30.**

B. *Objective: Enhance City web*

Action Item #1: Complete new page design, install content management system, convert existing web page content, train users on new content management system, and have users begin updating existing web information and providing new information.

Responsibility: Information Technology Department

Timeframe: April 2005

Fiscal Note: \$25,000 (in current budget)

**Status: The new City web page was implemented on April 25, 2005. Over sixty City staff members were trained in the web content management system. Designated departmental content managers are maintaining and adding new information to the web page on a regular basis.**

Action Item #2: Work with users on prioritizing their web topics, perform needs assessment for web based software applications, select software applications and Click-to-Gov tools, and implement back-end software applications as needed.

Responsibility: Information Technology Department

Timeframe: August 2006

Fiscal Note: \$150,000 to \$250,000 cost of software and hardware

**Status: Meetings with department liaisons were held in June to develop a draft list of needs for web-based applications. Initial applications for implementation will be citizen concern tracking, occupational license, code enforcement, building permits, and building inspections. These will be implemented in early to mid 2006. Additional meetings will be held to prioritize other web-based applications beyond these listed. Further development of this item will be performed once a webmaster is hired. Hiring should occur in September of 2005.**

C. *Objective: Building Inspections technology enhancements*

Action Item #1: Assess the existing business environment of the permitting and inspections process and determine where efficiencies and streamlined processes can be implemented.

Responsibility: Information Technology Department and Building  
Inspections Division

Timeframe: May 2005

Fiscal Note: No direct cost to perform assessment.

**Status: Meetings were held to discuss the needs within Building Inspections. The following concerns were found to exist:**

**A. Address data in the Land Management file is not consistent with other address databases.**

**B. Manual processes need to be automated and streamlined**

**An automated solution was found for the addressing inconsistencies in the Land Management file, allowing the address to be entered into one database. This solution automatically updates the addressing databases in the Public Safety and Administrative systems. The solution is being implemented and piloted in August. It should be ready for production by September 1, 2005.**

**Address cleanup in the Land Management file is ongoing. A grant requested from E911 franchise funds will aid in the cleanup process. A schedule for the address cleanup process is being developed.**

**An HTE consultant is scheduled for late September to help review the inspection process and reconfigure parts of the Inspection System Software to better streamline the permitting process.**

Action Item #2: Select field computing hardware and implement HTE Field Inspections software applications

Responsibility: Information Technology Department and Building  
Inspections Division

Timeframe: November 2005

Fiscal Note: \$35,000

**Status: The laptops for the field have been purchased and set up for Inspections. The decision on the wireless access provider is scheduled to be complete in July, and the implementation of the frame relay and Net Motion software is scheduled to be complete by the end of September. Plans are to deploy the Field Inspections application by the end of July with wireless cards. Vehicles will have laptop mounts installed and printing capability from the vehicle is being considered.**

Action Item #3: Perform needs analysis for Click-to-Gov web permitting and implement HTE Click-to-Gov web permitting software application

Responsibility: Information Technology Department and Building Inspections Division

Timeframe: March 2006

Fiscal Note: \$35,000

**Status:** Needs analysis was performed, and it was determined that Information Technology staff needs to do some configuration modifications to the software to provide the backend solution for the Click2Gov software. These configuration changes will be assessed and performed over the fall and winter. The Click2Gov software has been purchased and will be installed with all the other web applications in July. It will not deploy until the configuration changes on the backend have been successfully implemented.

Assessment is being made for IVR software that will phone enable the permitting process as well. This will allow customers to assess inspection results via telephone. This analysis should be finished by the end of September.

D. *Objective:* Consider technology enhancements in other departments

Action Item #1: Evaluate a system for City Council agenda automation

Responsibility: City Manager, City Clerk, and Information Technology Department

Timeframe: September 2005

Fiscal Note: To be determined

**Status:** Two systems (Agendaexec and Granicus) have been evaluated to date. Other options will also be evaluated in August. An in-house solution will also be considered.

Action Item #2: Transition Planning and Community Development Department public meeting presentations into electronic format

Responsibility: Planning and Community Development Department

Timeframe: April 2005

Fiscal Note: No additional direct costs.

**Status:** Task completed in May and now fully implemented.

Action Item #3: Assess the feasibility of allowing employees to be able to access their pay information from a personal computer. This enhancement would eliminate time and effort spent on printing direct deposit stubs and then stuffing them into envelopes.

Responsibility: Coordination between Financial Services, Information Technology, and Human Resources Departments

Timeframe: July 2005

Fiscal Note: To be determined

**Status: The IT Department has identified available features with our current HTE software vendor that would accommodate employee access. Meetings will be scheduled with representatives from each of the departments to evaluate the potential capability and effectiveness of this program.**

Action Item #4: Move forward with the necessary steps to establish Positive Pay. Positive Pay will improve the current process of printing and distributing accounts payable checks and aid in eliminating the possibility of fraud.

Responsibility: Financial Services Department

Timeframe: December 2005

Fiscal Note: \$7,500

**Status: Payformance, a vendor contracted by Wachovia, is currently preparing checks for Friday distribution. These checks already have positive pay protection. Once the remainder of the processes regarding online payables is completed, the City should reach 100% positive pay. Staff is on target with the deadline of December 2005.**

Action Item #5: Work with Wachovia Bank and City vendors to initiate on-line payables.

Responsibility: Financial Services and Information Technology Departments

Timeframe: December 2005

Fiscal Note: To be determined

**Status: Payformance, a vendor contracted by Wachovia, is currently preparing the checks for Friday distribution. In order to have checks ready for Friday distribution, Financial Services staff are required to upload the file by Wednesday at 10:00 a.m. Financial Services staff are planning to change the deadline for accounts payable to Wednesday at noon instead of the current Friday deadline. One of the final steps will be to have Wachovia transmit payments to vendors**

**electronically. Financial Services staff will be developing a form for the purpose of gathering this information from vendors. On target with the December deadline.**

4. **Goal: Develop Understanding and Broader Citizen Participation in City Government**

A. *Objective: Develop a Citizens Academy*

Action Item #1: Research successful models within North Carolina and the nation

Responsibility: Public Information Officer

Timeframe: July 2005

Fiscal Note: No direct cost

**Status: Research has been conducted and analysis completed.**

Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Public Information Officer

Timeframe: October 2005

Fiscal Note: No direct cost.

**Status: Preliminary schedule has been prepared.**

Action Item #3: Advertising and promotion of the Academy and first class

Responsibility: Public Information Officer

Timeframe: January 2006

Fiscal Note: \$5,000 for initial startup, \$2,000 on-going

**Status: Waiting to get closer to date of first class before beginning.**

Action Item #4: Develop "Planning 101" curriculum for board members and citizens

Responsibility: Planning and Community Development Department

Timeframe: December 2005

Fiscal Note: \$3,000

**Status: Project not underway at this time. Project may be delayed due to recent resignations in Long-Range Planning Division.**

B. *Objective: Develop a Youth Council*

Action Item #1: Research successful models within North Carolina and the nation

Responsibility: Human Relations Council  
Timeframe: July 2005  
Fiscal Note: No direct cost

**Status: Staff has completed research of models and shared information with Human Relations Council.**

Action Item #2: Develop curriculum, written materials, schedule, etc.

Responsibility: Human Relations Council, City Clerk  
Timeframe: October 2005  
Fiscal Note: To be determined

**Status: Human Relations Council passed a resolution at the June meeting to recommend to City Council to create Youth Council. A proposed resolution and bylaws will be forwarded for City Council consideration in August. City Council appropriated \$2,500 for the Youth Council in the 2005-2006 budget.**

C. *Objective: Better distribution of existing City-originated public information*

Action Item #1: Consider feasibility and costs of broadcasting other City meetings conducted in the Council Chambers

Responsibility: Public Information Officer  
Timeframe: September 2005  
Fiscal Note: To be determined

**Status: Determination is that this could be done if funding of equipment and extra personnel were provided (see next action item).**

Action Item #2: Research feasibility of in-house production of newscasts, special events, informational videos, etc.

Responsibility: Public Information Officer  
Timeframe: December 2005  
Fiscal Note: Video studio/field production hardware –\$200,000; video production technician - \$50,000

**Status: Currently considering scope of amount suggested for hardware and how it fits into overall production control room in new City Hall.**

Action Item #3: Use utility bill to disseminate parking and business license information.

Action at each renewal for license and periodically informing the public of licensing requirements and parking issues.

Responsibility: Financial Services Department

Timeframe: June 2005

Fiscal Note: Minimal cost

**Status: Renewal notices were sent during the month of June 2005, and that information was included on the June utility bill. The merchants, visitors, and ECU students will be notified about the parking information from our webpage and the August utility bills.**

5. **Goal: Enhance Diversity**

A. *Objective: Reorganize government to reflect the community we serve*

Action Item #1: Appoint a staff committee to update and expand the City's Affirmative Action Statement

Responsibility: City Manager

Timeframe: April 2005

Fiscal Note: No direct cost

**Status: Committee members were appointed in May. The committee met on June 3 and June 28 to begin its work. Examples of statements from other cities have been obtained and reviewed as a starting point. Meetings are ongoing.**

Action Item #2: Present revised Affirmative Action Statement to City Council

Responsibility: Human Resources Department

Timeframe: December 2005

Fiscal Note: No direct cost

**Status: Committee members are drafting proposed revisions.**

Action Item #3: Provide additional educational and development opportunities for incumbent employees to improve preparedness for promotion

Responsibility: Human Resources Department

Timeframe: On-going

Fiscal Note: To be determined



**Status: Additional opportunities will be developed based upon recommendations from the Affirmative Action Statement Committee and the training program report.**

Action Item #4: Support the work of the Greenville Fire-Rescue employee recruitment team

Responsibility: Fire-Rescue Department

Timeframe: On-going

Fiscal Note: \$3,500

**Status: The 18-member team is divided into Marketing, Process, and Youth Teams. A new written entrance exam has been selected, Fire-Rescue staff is exploring opportunities to maintain joint eligibility list with other departments, and has initiated an Explorer Post for those 14-18 years old.**

Action Item #5: Plan and host an MWBE Workshop for MWBE vendors to come together and learn how to do business with the City. Develop relationships and directories of businesses for the web and public.

Responsibility: Financial Services Department

Timeframe: November 2005

Fiscal Note: \$4,000

**Status: Tentative dates to host an MWBE Workshop are October 25 or October 27, 2005. Financial Services staff have spoken with ECU, Pitt County, GUC, State HUB Office, and SBTDC, and all of these agencies have committed to participate. Staff has also checked with the Chamber of Commerce, who said that they do not have anything scheduled at this point for October. Will mail out a survey to all MWBE certified vendors to ascertain what types of information they would like to have at the workshop and also what times of day they would like to have the workshop. The City's last workshop was in 2000, and only 12 people attended. It appears that people may prefer a daytime workshop to an evening one. Our long-range plan is to develop two standard MWBE Workshops for the City and GUC. One would be for businesses and one for employees. These workshops would be offered semi-annually through the City's training office and held at the Gardner Training Center.**

B. *Objective: Celebrate the diversity of our citizens*

Action Item #1: Emphasize opportunities for different ethnic/racial groups to come

together in positive opportunities through the programs sponsored by the Human Relations Council.

Responsibility: Human Relations Council

Timeframe: On-going

Fiscal Note: Funds included in current budget

**Status: Efforts ongoing. Best-Irons Banquet was held in February 2005, and plans are underway for the 2006 Banquet and other activities to celebrate diversity in the Greenville community.**

Action Item #2: Increase participation in existing positive opportunities through public awareness, publicity, and targeted outreach efforts. Examples include, but are not limited to, the International Festival, Sunday in the Park, and July 4<sup>th</sup> Celebration.

Responsibility: Public Information Officer

Timeframe: On-going

Fiscal Note: Funds included in current budget

**Status: A) International Festival – organized, planned, and completed on April 16, 2005. Considered to be successful.**

**B) Sunday in the Park – started on first Sunday in June and will end on July 31. Crowds have averaged over 1,000 per performance.**

**C) Fourth of July – coordinated and completed. Estimated to be one of the largest crowds ever with over 20,000 in attendance.**

**D) Varied youth and adult recreation programs – Recreation and Parks Department in process of planning and conducting 500 different programs for the year.**

6. **Goal: Emphasize the Importance of Neighborhood Stabilization and Revitalization**

A. *Objective: Preserve/prevent deterioration of single-family neighborhoods for more sustainable communities*

Action Item #1: Create a Rental Property Registration and Certification Program (See Task Force on Preservation of Neighborhoods and Housing [TFPNH] recommendation #1)

Responsibility: Planning and Community Development Department,  
Information Technology Department, and Neighborhood  
Services Division

Timeframe: January 2006

Fiscal Note: \$53,000.00

**Status: Registration and certification program is on hold until better violation tracking system is installed.**

Action Item #2: Create a Code Enforcement Tracking System and Rental Property Database (See TFPNH recommendation #2)

Responsibility: Planning and Community Development Department,  
Information Technology Department, and Neighborhood  
Services Division

Timeframe: January 2006

Fiscal Note: \$58,000.00

**Status: City Council appropriated funds in the 2005-2006 budget for complaint tracking software. Staff is working to ensure that the necessary software is purchased and installed and adequate training is held. Enforcement data will need to be tracked for one year to properly establish violations levels that will trigger registration requirements. Citizens should be able to access violation data after the software program is on line.**

Action Item #3: Revise the City's Code Enforcement and Appeals Process to promote consistency and capture the true cost of enforcement (See TFPNH recommendation #3)

Responsibility: Planning and Community Development Department and  
Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$85,000.00

**Status: New Neighborhood Services Coordinator is reviewing process. Officers have been assigned to geographic areas.**

Action Item #4: Revise ordinances related to parking on unimproved surfaces to allow for on-the-spot ticketing; establish routine patrols (See TFPNH recommendation #4)

Responsibility: Planning and Community Development Department and  
Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$88,400.00

**Status: City Council approved necessary amendment on June 9, 2005.**

Action Item #5: Revise ordinances related to noise to apply to all manner of disruptive noise; allow for on-the-spot ticketing (See TFPNH recommendation #5)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: August 2005

Fiscal Note: \$3,000.00

**Status: Amendment drafted by the City Attorney's Office will be presented to the City Council in August.**

B. *Objective: Set up pilot project in T.R.U.N.A. and all areas of City to increase homeownership*

Action Item #1: Create economic incentives to encourage reinvestment in established single-family neighborhoods (See TFPNH recommendation #7)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: July 2005

Fiscal Note: \$60,000.00

**Status: City Council appropriated \$30,000 in the 2005-2006 budget for a homeownership program as recommended by the Neighborhood Task Force. Human Resources Department and Community Development staff to develop program guidelines, objectives, and program boundaries. Goal is to have the program operational by fall of 2005.**

Action Item #2: Develop and empower neighborhood associations, including financial assistance to train leaders and build organizational capacity (See TFPNH recommendation #8)

Responsibility: Planning and Community Development Department and Neighborhood Services Division

Timeframe: September 2005

Fiscal Note: \$71,000.00

**Status: Neighborhood Services and Community Development are reviewing options and will begin work on this item in August.**

Action Item #3: Develop and adopt neighborhood plans to guide policy and investment decisions in older, established single-family neighborhoods (See TFPNH

recommendation #9)

Responsibility: Planning and Community Development Department

Timeframe: July 2005 – On-going

Fiscal Note: None

**Status: Neighborhoods ranked by Long-Range Planning for priority, but project is on hold as a result of recent staff resignations.**

C. *Objective:* Identify ways to assist neighborhoods to convert multi-family to single-family

Action Item #1: Rezone predominantly single-family use neighborhoods to an “S district” classification (See TFPNH recommendation #6)

Responsibility: Planning and Community Development Department

Timeframe: May 2005 – December 2005

Fiscal Note: \$4,500.00

**Status: General boundaries identified in May of 2005; 7,215 parcels; 10 project areas. Tentative rezoning schedule:**

1. Tar River/University Neighborhoods - July P&Z
2. Elmhurst/Englewood Neighborhoods - August P&Z
3. Red Oak/Oakdale Neighborhoods - September P&Z
4. Greenfield Terrace/North River Estates - October P&Z
5. College Court/Colonial Heights Neighborhoods – November P&Z

Action Item #2: Acquire substandard multi-family housing units for demolition or conversion to single-family owner-occupied dwellings; demolish or convert 10 units over the next two years

Responsibility: Planning and Community Development Department

Timeframe: 2005-2007

Fiscal Note: \$800,000.00

**Status: Community Development staff is currently working to convert or demolish four substandard duplex units that have been acquired. Appraisals have been requested for three additional duplex structures.**

D. *Objective:* More new housing in the 45-Block Revitalization Area

Action Item #1: Obtain buildable lots for construction of new housing units; construct 12 new houses for owner occupancy over the next two years

Responsibility: Planning and Community Development Department  
Timeframe: December 2006  
Fiscal Note: \$660,000.00

**Status: Construction is set to begin in July on the first four homes to be built in the 45-Block Area. Homes should be completed by late October. Additional house plans are being submitted to the NC Historic Preservation Office for approval.**

E. *Objective: Stay focused on revitalization block-by-block (MLK Jr. Drive)*

Action Item #1: Continue to conduct activities on block-by-block basis, with bi-monthly updates to City Manager and City Council; focus on acquisition, demolition, new construction, and infrastructure improvements

Responsibility: Planning and Community Development Department  
Timeframe: On-going  
Fiscal Note: \$1,500,000.00

**Status: Began meeting with the City Manager's Office with bimonthly updates. Meetings were conducted in March, May, and July. Summary of activities underway and completed are also shared being shared with City Council bimonthly.**

F. *Objective: Expand loan program for conversion of rental property*

Action Item #1: Convert rental properties to owner-occupied housing; develop a Citywide down payment assistance program to assist 20 homebuyers over the next two years

Responsibility: Planning and Community Development Department  
Timeframe: December 2006  
Fiscal Note: \$100,000.00

**Status: Funds in 45-block program to carry this activity out in this area; additional funds are needed for Citywide implementation of this activity. Modifications for existing homeownership programs are being considered (programs are available Citywide).**

G. *Objective: Have open lines of communication with Greenville Housing Authority – monitoring Section 8 distribution*

Action Item #1: Hold quarterly staff meetings with Greenville Housing Authority to discuss mutual issues and goals related to redevelopment and housing

Responsibility: Planning and Community Development Department  
Timeframe: On-going  
Fiscal Note: No direct cost

**Status: Staff began meeting with the GHA Executive Director in April and plans to meet quarterly. Also working with GHA staff to educate GHA residents on homeownership for those who currently have IDA's (Individual Deposit Accounts). The funds in an individual's IDA can be used for down payment on a home.**

H. *Objective: Assisted living*

Action Item #1: Partner with developer(s) to develop and construct an assisted living center for elderly citizens in the 45-Block Revitalization Area

Responsibility: Planning and Community Development Department  
Timeframe: December 2006  
Fiscal Note: Land acquisition and development costs to be determined

**Status: Staff has had discussions with several developers to identify the most appropriate site for such a facility. Further discussion is necessary before a request for proposals for such an undertaking can be extended to allow opportunity for qualified developers to submit a proposal to carry out this activity.**

I. *Objective: Follow through on plans (i.e. Parks/Recreation Plan, neighborhood parks)*

Action Item #1: Amend the subdivision and zoning regulations to require recreation and open space reservations and/or dedications based on population impact

Responsibility: Planning and Community Development Department  
Timeframe: July 2005  
Fiscal Note: None

**Status: First draft ordinance was prepared in April, with the next draft being prepared for internal staff review in July. Plan to present to the Planning and Zoning Commission by October.**

Action Item #2: Develop a financial and implementation plan for neighborhood parks

Responsibility: Recreation and Parks Department  
Timeframe: July 2006  
Fiscal Note: None

**Status: A) \$50,000 approved by City Council for first phase of development of park on Firetower Road. Contract for drainage and soil erosion being developed.**

**B) \$10,000 approved by City Council for park on Tobacco Road. Contract for lease of land being developed.**

**C) \$80,000 for development of park in Red Oak-Oakdale Subdivisions. Drainage and erosion plan completed. Now getting ready to ask for bids for this work**

Action Item #3: Update and amend the Parks Comprehensive Master Plan

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: \$30,000.00

**Status: No action at this time.**

Action Item #4: Prioritize the need and locations of neighborhood parks

Responsibility: Recreation and Parks Department

Timeframe: July 2007

Fiscal Note: None

**Status: This item will be included in the update of the Master Plan.**

J. *Objective: Develop a 20-30 year land plan*

Action Item #1: On an annual basis, conduct an internal review of the goals, objectives and implementation actions of the Horizons Comprehensive Plan

Responsibility: Planning and Community Development Department

Timeframe: December 2005

Fiscal Note: No direct cost

**Status: The Horizons Comprehensive Plan is continually maintained by the Planning Department; text and map amendments are prepared on an ongoing basis as required by directive of Council.**

Action Item #2: Every five years, conduct an update of the Horizons Comprehensive Plan; amend goals, objectives, and implementation actions as necessary

Responsibility: Planning and Community Development Department



Timeframe: Begin update process in 2007

Fiscal Note: No direct cost

**Status: Council adopted the most recent update to the Horizons Comprehensive Plan in February 2004. The plan is scheduled for a five-year update in 2009. The process to begin the five-year update should begin in 2007.**

K. *Objective: Identify land needs around South Central High School*

Action Item #1: Update report entitled “Existing and Future Potential Residential Development in SW Greenville”; collect, analyze and monitor data

Responsibility: Planning and Community Development Department

Timeframe: July 2005

Fiscal Note: No direct cost

**Status: Planning staff has compiled additional information on demographic and development projections for the Southwest Area (generally, the area south of Greenville Boulevard and Highway 13, and west of Highway 11.) An update was provided to the Planning and Zoning Commission in May 2005.**

Action Item #2: Develop an area plan for the southwest quadrant of the City’s planning jurisdiction, pursuant to the Horizons’ recommendations re: vision area planning

Responsibility: Planning and Community Development Department

Timeframe: September 2005

Fiscal Note: No direct cost

**Status: Planning staff is preparing a draft Southwest Area Plan for review by the Planning and Zoning Commission. The Plan will act as an extension of the Horizons Comprehensive Plan and will contain detailed land use, zoning, and policy recommendations to direct the future growth and development of the Southwest Area. The draft plan is scheduled to be presented to the Planning and Zoning Commission in August 2005.**

L. *Objective: Disposition of excess property*

Action Item #1: Dispose of any excess property in the 45-Block Revitalization Area

Responsibility: Planning and Community Development Department

Timeframe: December 2006  
Fiscal Note: Minimal direct cost

**Status: Staff is currently taking an inventory on City-owned properties within the 45-Block Area. These parcels will be combined to create buildable lots for new homes or, if determined to be substandard, offered for sale to adjacent property owners.**

Action Item #2: Develop a citywide program for identification and disposal of unused City properties for sale, with regular notices of availability

Responsibility: Planning and Community Development Department  
Timeframe: July 2005  
Fiscal Note: To be determined

**Status: As land is inventoried that is not part of the 45-block program, long-term objectives for identified land will be assessed with the City Manager's Office and appropriate action to market available properties for sale.**

## 7. **Goal: Promote Economic Development in the City**

A. *Objective: Support and advocate investment for a vibrant and prosperous Center City*

Action Item #1: Adopt and implement the *Center City – West Greenville Revitalization Plan* as the guiding framework plan for future City activities and investment.

Responsibility: Redevelopment Commission, City Council, and  
Affordable Housing Loan Committee  
Timeframe: May 2005  
Fiscal Note: \$5 million initial City investment with bond funds

**Status: The Center City Plan was approved by the Planning and Zoning Commission on July 19 and will be presented to the City Council for adoption in September. City staff is working with West Greenville community representatives to make adjustments to the West Greenville Plan.**

Action Item #2: Foster partnerships with East Carolina University and Uptown Greenville for expanded uptown developments

Responsibility: Planning and Community Development Department  
Timeframe: On-going

Fiscal Note: To be determined

**Status: Several projects are being discussed and developed to create a vibrant and prosperous Center City area. The City staff is in constant contact with ECU representatives on Center City projects.**

Action Item #3: Explore acquiring former Park Theater for a community performing arts theater

Responsibility: City Manager

Timeframe: September 2005

Fiscal Note: To be determined

**Status: Discussions with Uptown Greenville and a newly formed community theater group are ongoing. Information has been assembled on community theaters in Farmville, Rocky Mount, and Wilson.**

B. *Objective: Promote opportunities for small and minority businesses*

Action Item #1: Hold a business fair with Chamber of Commerce, Uptown Greenville, etc. to promote awareness and help create opportunities for small and minority businesses

Responsibility: Financial Services Department

Timeframe: October 2005

Fiscal Note: \$1,000

**Status: This action item should be combined with Goal A, Action Item #5. It would be more efficient to host one major workshop rather than holding two different workshops. All of the above agencies would be invited to participate in the workshop offered in October. Attendance would probably be adversely affected by offering two different workshops within a short period of time; in addition, it would not be administratively feasible.**

Action Item #2: Revise/update City's current MWBE program to increase and enhance outreach to small businesses

Responsibility: Financial Services Department

Timeframe: April 2006

Fiscal Note: To be determined

**Status:** Currently, Purchasing staff is working on implementing the reporting required by the State. There is not enough staff time to do much outreach at this time. The implementation of the required reporting will require Purchasing staff to work with the outlying departments and will also allow Purchasing staff to have data available to use to determine areas to concentrate for future efforts.

C. *Objective:* Promote the City to retain and expand business/industry and provide quality jobs

Action Item #1: Continue to work closely with Pitt County Development Commission, Chamber of Commerce, East Carolina University, Pitt Community College, University Health Systems, and others to retain and expand business and industry and to encourage job creation with full benefits

Responsibility: City Manager

Timeframe: On-going

Fiscal Note: To be determined as needed

**Status:** On June 6, 2005, the City Council approved an agreement to assign Deputy City Manager Marvin Davis to work on business retention and expansion with the Pitt County Development Commission.

## 8. **Goal: Provide a Safe Community**

A. *Objective:* Create and implement community policing policies that increase public contact and improve the perception of the Police Department

Action Item #1: Analyze current police service and allocation of resources in order to structure the Department to best provide community policing

Responsibility: Police Department

Timeframe: December 2005

Fiscal Note: No direct cost

**Status:** The Department has completed a calls for service analysis. The Department is reviewing the structure and operations of other departments who have demonstrated successful community oriented policing programs.

Action Item #2: Allocate resources supported by analysis into the City budget

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: To be determined

**Status: Reallocation of resources will be implemented at completion of analysis.**

Action Item #3: Increase public contact by the command staff of the Police Department by attendance at more community organization meetings

Responsibility: Chief of Police

Timeframe: On-going

Fiscal Note: No cost

**Status: The Police Department command staff has attended and participated in over 100 community organization meetings of over 25 separate groups since the first of the year.**

B. *Objective: Become more active in the prevention of juvenile violence in the community*

Action Item #1: Implement Eddie Eagle program in conjunction with the Project Safe Neighborhoods and Department of Justice

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: To be determined

**Status: Juvenile officers and School Resource Officers have reviewed the Eddie Eagle program. Presentations have been made at select daycares and officers are evaluating the program.**

Action Item #2: Develop partnerships within the community and schools to implement an anti-bullying program in the schools

Responsibility: Police Department

Timeframe: December 2005

Fiscal Note: To be determined

**Status: Police Department staff have held preliminary meeting with school officials to discuss programs and implementation.**

C. *Objective: Strengthen crime prevention efforts by increasing participation in community watch programs*

Action Item #1: Coordinate district officer participation with community watch programs

Responsibility: Police Department

Timeframe: July 2005

Fiscal Note: Some overtime cost to be determined

**Status: Supervisors are coordinating with crime prevention officers to flex schedule to ensure that district officers are represented at community watch meetings.**

Action Item #2: Develop strategies with community watch leaders to advertise community watch meetings and activities

Responsibility: Police Department

Timeframe: December 2005

Fiscal Note: To be determined

**Status: Police Department staff have begun discussions with community watch leaders.**

Action Item #3: Develop and implement new crime prevention programs for community watch and other community based functions

Responsibility: Police Department

Timeframe: March 2006

Fiscal Note: Minimal direct cost

**Status: Police Department staff have begun review of programs being implemented in other jurisdictions. The Department has partnered with a private company to develop and distribute crime prevention materials.**

Action Item #4: Organize ten active community watch programs

Responsibility: Police Department

Timeframe: July 2006

Fiscal Note: Minimal direct cost

**Status: Five new watch programs have been activated since January 1, 2005.**

D. *Objective: Strengthen preparedness for a major disaster*

Action Item #1: Partner with the Pitt County Red Cross to jointly provide training to the business community on emergency management and business survival from disasters

Responsibility: Fire-Rescue Department

Timeframe: September 2005

Fiscal Note: To be determined

**Status: The Pitt County Chapter of the Red Cross has encountered unexpected obstacles at the American Red Cross level. ECU Global Education option has been secured.**

Action Item #2: Rewrite the City's Emergency Management Operations Guidelines

Responsibility: Fire-Rescue Department

Timeframe: July 2006

Fiscal Note: No direct cost

**Status: Have begun the initial reviews and working toward a plan that is in concert with Pitt County, State, and Federal plans. Long-term project.**

9. **Goal: Develop Transportation Initiatives to Meet Community Growth and Ensure a Sustainable Community**

A. *Objective: Improve roads leading into and out of the City*

Action Item #1: Inventory condition of all State and City-maintained streets within the City

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Direct cost estimated at \$75,000 for ITRE Street Condition Inventory Update

**Status: A Pavement Condition Survey of City-maintained streets was completed in 1998. Firms capable of performing an update to the Street Condition Survey are being evaluated. The inventory will be conducted this fall.**

**NCDOT has provided its 2004 Pavement Condition Survey for State-maintained streets within the City. This information will be incorporated into this evaluation.**

Action Item #2: Prioritize for improvement/repair based on condition survey

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: No direct costs. Priority established in-house on condition survey

**Status: This item will be completed after the updated inventory report has been completed, which is identified in the preceding action item.**

Action Item #3: Develop schedule for repair of City-maintained streets (resurfacing program)

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: No direct cost. Schedule prepared in-house

**Status: A schedule will be developed based on priorities established in the preceding action item. This will be the basis of the FY 2005-2006 Resurfacing Project.**

Action Item #4: Meet with NCDOT to develop schedule for repair of State highways

Responsibility: Public Works Department

Timeframe: October 2005

Fiscal Note: No direct costs. Meeting and negotiations with NCDOT performed in-house

**Status: NCDOT's County Maintenance Engineer has identified which State roads within the City of Greenville are scheduled to be resurfaced in the upcoming year. City staff is reviewing NCDOT's pavement condition report and will be making recommendations for consideration in their upcoming resurfacing project.**

Action Item #5: Work with Greenville Urban Area MPO and NCDOT to promote construction of new roads

Responsibility: City Manager and Public Works Department

Timeframe: On-going

Fiscal Note: Will be direct reimbursable for some of these activities as part of the MPO Grant; otherwise, no direct cost.

**Status: The Greenville Urban Area MPO reviewed the draft 2006-2012 State Transportation Improvement Program (TIP) and provided comments at the Regional TIP Public Hearing on May 10, 2005. A delegation from the Greenville Urban Area MPO met with NCDOT officials on May 26, 2005, to promote the area's most important transportation projects. The Board of Transportation adopted the State TIP on July 7, 2005, and the Greenville Urban Area MPO is expected to adopt the Metropolitan TIP in late July 2005.**



B. *Objective:* *Develop initiatives/programs to reduce urban congestion*

Action Item #1: Conduct Congestion Management Study for the Greenville Boulevard/Memorial Drive Corridor

Responsibility: Public Works Department

Timeframe: September 2005

Fiscal Note: Estimated cost of study \$70,000 with \$56,000 reimbursable through MPO Grant.

**Status: In June 2005, Stantec Consulting Services was awarded a professional services contract to perform this study scheduled for completion in January 2006. A final report with recommendations will be presented to City Council upon its completion.**

Action Item #2: Meet with largest employers to discuss feasibility of staggered starts, and park and ride programs

Responsibility: Public Works Department

Timeframe: July 2005

Fiscal Note: No direct cost. Contact and discussions performed by in-house personnel

**Status: A listing of largest employers, both public and private, has been developed. Employers are being contacted to ascertain their interest in developing/participating in programs to reduce congestion, such as park and ride, car-pooling, and/or staggered start times. Information has been gathered from other communities regarding similar programs. A December 2005 completion of this initiative is expected.**

Action Item #3: Identify and prioritize most congested intersections and segments of road

Responsibility: Public Works Department

Timeframe: May 2005

Fiscal Note: No direct costs. Will work with in-house staff, NCDOT, and MPO to develop priority

**Status: The Engineering Division has performed an analysis of signalized intersections and main thoroughfares located within the City. The most current traffic count data available was used to evaluate each intersection. A summary report identifying the most congested intersections and roadway segments is being prepared based on this information.**

Action Item #4: Develop preliminary plans and cost estimates to improve the highest priorities

Responsibility: Public Works Department

Timeframe: December 2005

Fiscal Note: Will require direct cost in engineering design fees. Costs dependent on number and size of projects. Some portion of costs may be reimbursable through MPO. Costs will be leveraged with available NCDOT funds.

**Status: The Greenville Boulevard/Memorial Drive Corridor Study will include the majority of the intersections identified in the preceding action item. This study will identify possible improvements and associated cost estimates. Further work on this action item will occur upon completion of the corridor study.**

Action Item #5: Continue to pursue formation of a Public Transportation Authority

Responsibility: City Manager and Public Works Department

Timeframe: December 2005

Fiscal Note: No direct cost. Staff works with Pitt County, East Carolina University, and PATS

**Status: Based on discussions between the City and County Managers and staff, a working group will be established to further develop the formation of a Public Transportation Authority.**

Action Item #6: Amend the City's subdivision regulations to include specific requirements for street interconnectivity and development of a street collector plan

Responsibility: Planning and Community Development, and Public Works Departments

Timeframe: July 2006

Fiscal Note: No direct cost

**Status: Staff from both departments are currently working on the development of a street collector plan and reviewing the City's subdivision regulations to determine appropriate amendments in regards to street interconnectivity.**

C. *Objective:* *Promote/lobby for state and federal funding for local transportation improvements*

Action Item #1: Continue to work through the Greenville Urban Area MPO to publicize

and lobby for the most important transportation needs

Responsibility: Mayor, City Manager, and Public Works Department

Timeframe: On-going

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

**Status: Re-evaluating the Greenville Urban Area MPO's Transportation Priorities will take place during August—October. The priorities process publicizes the area's most important transportation needs, and the Transportation Priorities List is used to lobby for transportation projects.**

Action Item #2: Work with NCDOT Board members and local legislative delegation to promote the most important transportation needs

Responsibility: Mayor and Council, City Manager, and Public Works Department

Timeframe: On-going

Fiscal Note: No direct costs anticipated; 80% of incurred costs reimbursable through the MPO

**Status: Efforts through the MPO, direct contact with legislators, and working with the Ferguson Group have resulted in projects being funded in the areas of public transportation and greenways. Awaiting word on earmarks associated with the Tenth Street Connector Project.**

10. **Goal: Maintain the Financial Stability of the City**

A. *Objective: Improve the format of financial information decision-making*

Action Item #1: Re-format the budget to a two-year budget that includes more allocations of cost back to the departments to include vehicle maintenance, telephone and radio maintenance and other costs that can be allocated to departments or enterprise funds

Responsibility: Financial Services Department, Information Technology Department, City Manager, and Public Works Department

Timeframe: July of 2005, first draft of a new budget manual complete. Decisions and allocations to departments prior to June, 2006 for direct cost of service.

Fiscal Note: \$45,000 for a new user fee study and cost allocation plan plus \$10,000 for a more professional budget document with summary budget pamphlets.

**Status:** In regard to the two-year budget process, the City Manager, Deputy City Manager, and Financial Services Director conducted a planning meeting on July 8. The new budget manual is being worked on, and a draft that can be converted to a multiyear version will be prepared. However, funds were not approved for a user fee study and cost allocation plan, so this will not be done in fiscal year 2005-2006.

Action Item #2: Create staff investment committee to monitor investments, maximize interest earnings, review the investment policy, and provide direction regarding long-term investments

Responsibility: City Manager and Financial Services Department  
Timeframe: February 2005  
Fiscal Note: No direct cost

**Status:** The Investment Committee was formed, and the first meeting was held on February 24, 2005. The Committee includes the City Manager, Deputy City Manager, Director of Financial Services, and Financial Services Manager. The Committee has met monthly since its inception. The City's Investment Policy is being reviewed and a final draft will be presented to City Council. In addition, the Committee decided on a report format at the March meeting and City Council started receiving reports in March. These reports will continue to be sent monthly.

B. *Objective:* Maintain excellent credit rating of AA

Action Item #1: Adopt new Financial Policy Statement

Responsibility: Financial Services Department and City Council  
Timeframe: July 2005  
Fiscal Note: No direct cost

**Status:** The new policy statement will follow the completion of the new Budget Manual draft. The policy will most likely be available for review in early September, with presentation to City Council planned for the October meeting.

Action Item #2: Send the rating agencies updates of policies and procedures. Schedule visit with rating agencies every three years. Call them semi-annually to verbally let them know how the City is doing.

Responsibility: Financial Services Department

Timeframe: November 2005, new policy and plans for the \$20.8 million in GO Bonds. July 2005, new fiscal year budget adopted – email and communicate highlights of the new budget to Moody’s and Standard & Poor’s analysts. On-going communication

Fiscal Note: \$10,000 in travel to New York once every three years

**Status: Revisions and new/amended financial policies will be presented for consideration during the fall of 2005.**

C. *Objective: Long-term financial plans for capital spending*

Action Item #1: Propose new Certificates of Participation and new alternatives for leasing vs. buying equipment annually. Develop a formal vehicle replacement plan.

Responsibility: Public Works and Financial Services Departments

Timeframe: March 2006

Fiscal Note: To be determined

**Status: With the approved budget in place, Public Works staff is finalizing the FY 2005-2010 Capital Improvement Program and refining it with consideration of future projects. The program includes capital projects with recommended long-term financing sources such as Certificates of Participation. Public Works staff is beginning an evaluation of centralizing Fleet Management and will begin developing a City Vehicle Replacement Program.**

Action Item #2: Analyze Amendment One options for the City to finance some capital needs

Responsibility: Financial Services Department

Timeframe: March 2007

Fiscal Note: No direct cost

**Status: Financial Services staff will be working with the Planning and Community Development Department and schedule a meeting with the City’s financial advisors to begin the background information on what the City can specifically do to support the capital improvements planned for the community.**

Action Item #3: Work with Pitt-Greenville Convention and Visitors Authority to develop a reserve policy for identified projects or capital needs

Responsibility: Financial Services Director  
Timeframe: December 2005  
Fiscal Note: No direct cost

**Status: A reserve policy for identified projects was adopted at the  
March 10, 2005 CVA meeting.**